

Indiana Department of Transportation
RFP No. 06-13
December 13, 2006 Posting Date
Request for Proposals Notification

Response Due Date and Time: January 8, 2007 no later than 4:00 pm, Indianapolis time

CENTRAL OFFICE – DIVISION OF PRODUCTION MANAGEMENT, OFFICE OF PROJECT MANAGEMENT

Item No. 1. Technical and Project Management Training Services

Item No. 2. Critical Path Method Schedule Training - Project Field Consulting Services

Consultant Meetings and Communication Policy

Please note the following policy concerning communication with the Department during the Request for Proposals (RFP) announcement and selection process:

Department owner offices associated with items listed in this RFP will not participate in communication with consultants (or their agents) regarding the status of the selection process, or entertain any communications related to marketing, etc., during the time period between advertisement and the announcement of final consultant selections for this RFP. This policy will not apply during special marketing events advertised and scheduled by INDOT.

Communications that are always permissible include project administration activities for awarded contracts, scope and negotiation activities for projects selected but not under contract and training or related activities.

Questions regarding the Letter of Interest (LoI) format or requirements are also permissible and are to be directed to Contractsrfp@indot.in.gov

Letter of Interest Submittal Instructions

Firms interested in being considered for selection shall respond by sending one email for each item, along with the required attachment, as noted below, to Contractsrfp@indot.in.gov. The subject line for each email and the attached file name are to match the following format with no spaces: **RFP0613-[Firm Name or Nickname]-Item-#**.

Required Attachments:

- one (1) Letter of Interest (LoI) in pdf (preferred) or tif format, named in the same format as identified above for the subject line with “-LOI” added to the end.

Sample file name: RFP0613-myconsultingfirmornickname-item-1-LOI

All Letters of Interest must be received no later than “Response Due Date and Time”, as shown in the RFP header on page 1, in order to be considered for selection. A reply confirmation of receipt will be returned for each email submitted. When completed, selections will be announced through the [Department’s Website](#) .

Selection Procedures

The Department will directly select consultants for each of the items listed above and further described herein, based on a Letter of Interest (LoI) and other required documents. The requirements for the LoI and the [Consultant Selection Rating Form](#) (**Exhibit A** below) that will be used by INDOT to evaluate and score the submittals are shown below.

Requirements for Letters of Interest

A. General Instructions for Preparing and Submitting a Letter of Interest

1. Provide the information requested in the LoI Content (Item B below), in the same order listed, signed by an officer of the firm. Scanned signed documents or electronically applied signatures are both acceptable. Do not send additional forms, resumes, brochures, or other material unless otherwise noted in the item description.
2. LoIs shall be limited to a total of twelve (12) 8½” x 11” pages. Ten (10) pages for Identification and Qualifications and two (2) pages for the combined Key Staff and Project Approach, unless otherwise noted in the Project Description.
3. LoIs must be received no later than “Response Due Date and Time”, as shown in the RFP header on page 1. Responses received after this deadline will **not** be considered. Submittals will have to include all required attachments to be considered for selection.

B. Letter of Interest Content

Identification and Qualifications

1. Provide the firm name, address of the responsible office from which the work will be performed and the name and email address of the contact person authorized to negotiate for the associated work.
2. Remaining space within the ten (10) pages, Section A.1 may be utilized to provide personnel resumes, additional information concerning qualifications, etc.

Key Staff and Project Approach

1. List the Project Manager and other key staff members, including key staff, if applicable.

Address the experience of the key staff members on similar projects, and the staff qualifications relative to the required item qualifications.

2. Describe the capacity of your staff and their ability to perform the work in a timely manner relative to present workload and the availability of the assigned staff.
3. Provide a description of your Project Approach or of your approach to the advertised services. For project specific items confirm that the firm has visited the project site. For all items address your firm’s technical approach, understanding of the project or services, cost containment practices, innovative ideas and any other relevant information concerning your firm’s qualifications for the project.

Exhibit A, this form will be used by INDOT to evaluate and score the submitted LoI's.

Selection Rating for RFP- No. _____, Item No. _____

Consultant Name:

Services Description:

Category	Scoring Criteria	Scale	Score	Weight	Weighted Score
Disputes	Outstanding Agreement Disputes.			20	
	No outstanding unresolved agreement disputes > 3 mos. old.	0	N/A		
	Outstanding unresolved agreement disputes more than 3 mos. old.	-3	N/A		
Past Performance	Historical Performance.				
	Timeliness score from performance database.		N/A	15	
	Quality/Budget score on similar work from performance database.		N/A	15	
	Quality/Budget score on all INDOT work from performance database.		N/A	10	
Capacity of Team to do Work	Evaluation of the team's personnel and equipment to perform the project on time.			20	0
	Availability of more than adequate capacity that results in added value to INDOT.	1			
	Adequate capacity to meet the schedule.	0			
	Insufficient available capacity to meet the schedule.	-3			
Team's Demonstrated Qualifications	Technical expertise: Unique Resources & Equipment that yield a relevant added value or efficiency to the deliverable.			15	0
	Demonstrated outstanding expertise and resources identified for req'd services for value added benefit.	2			
	Demonstrated high level of expertise and resources identified for req'd services for value added benefit.	1			
	Expertise and resources at appropriate level.	0			
	Insufficient expertise and/or resources.	-3			
Project Manager	Rating of predicted ability to manage the project, based on: experience in size, complexity, type, subs, documentation skills.			5	0
	Demonstrated outstanding experience in similar type and complexity.	2			
	Demonstrated high level of experience in similar type and complexity.	1			
	Experience in similar type and complexity shown in resume'.	0			
	Experience in different type or lower complexity.	-1			
	Insufficient experience.	-3			
	Historical Performance of Firm's Project Management from database.				
Approach to Project	Understanding and Innovation that gives INDOT cost and/or time savings.			10	0
	High level of understanding and viable inovative ideas proposed.	2			
	High level of understanding of the project.	1			
	Basic understanding of the project.	0			
	Lack of project understanding.	-3			
Location	Location of assigned staff office relative to project.			5	0
	Within 50 mi.	1			
	51 to 150 mi.	0			
	151 to 500 mi.	-1			
	Greater than 500 mi.	-2			
	For 100% state funded agreements, non-Indiana firms.	-3			
Weighted Total					

For categories that are not relevant to the particular agreement being evaluated leave the category score as N/A. This is to be as documented in the RFP.

The scores assigned above represent my best judgement of the consultant's abilities for the rating categories. Signed: _____

Title: _____

Date: _____

Consultant Selection Rating Form Notes Specific to Use on this RFP

1. Historical performance ratings will not be directly inputted from the database for this particular advertisement due to the fact that the current data is not directly compatible with new process. This applies to the Past Performance category and to the historical performance part of the Project Manager category. Instead, ratings will be assigned between 2 and -3 based on review of available performance data, the professional experience of the individuals doing the scoring and based on feedback available from any known references. When there is insufficient information available or when the information available indicates “at standard” performance a neutral rating of “0” will be assigned.
2. Location ratings will be assigned based on the location of the indicated responsible consultant office relative to the center of the project or, for non-site specific contracts, the center of the geographical area of the region for which the services are applicable. (Indianapolis will be considered the center of the area where the services will be provided, for these RFP items.)

Central Office – Production - Office of Project Management

Item No. 1. Technical and Project Management Training Services

Work Description: Select Consulting firm to perform training for following project management:

1. As part of INDOT's effort deliver Major Moves plan (10 year plan of funded high projects) by developing a core cadre of project management professionals, INDOT is seeking to identify an experienced technical and management consultant to scope, develop, train and present three seminars:
 - The Project Management Process
 - Project Scheduling
 - Advanced Project Management (Management of Scope, Schedule, and Budget)

Project Management Process: Managing Project Delivery

Course Code: PM 104

This course will provide participants the opportunity to learn skills and tools for the application of the INDOT Project Management process to enhance the effective delivery of projects.

Through lectures, class discussion, and exercises – using an actual project – participants will learn a number of critical project management factors including the following: project initiation, team building, inclusion of customers in the project delivery process, the importance of developing comprehensive, realistic, and deliverable project schedules and work plans, measuring success, managing customer expectations, and anticipating and actively recognizing and managing change.

Emphasis is on teamwork, risk, resource and change management all as part of a comprehensive project management process. The class is structured around a simulation of a project team setting and is conducted in a fast paced, real world, format that engages all participants.

Upon completion of this course, participants will be able to:

- Initiate and align a project team
- Build a work breakdown structure through the use of brainstorming and affinity diagramming
- Develop a project work plan
- Assess project risk
- Obtain endorsement of the project work plan
- Manage Scope, Schedule, and Budget
- Manage Change
- Conduct an effective project closure

Introduction to Project Scheduling

Course Code: PM 105

Recommended Prerequisite: Managing Project Delivery (MPD)

This course bridges the gap between Managing Project Delivery (MPD) theory and the Primavera Project Management system tool. This course provides students with a cursory overview of the MPD process and utilizes team exercises in which students work together to create project schedules.

These schedules will be developed manually in order to provide students with the basic foundation of critical path methodology (CPM). Students will use the Master Deliverable List (MDL) to build a project Work Breakdown Structure (WBS). Students will use the task planning worksheet to define task durations, identify task relationships, and assign resources. Students will create a simple project network and Gantt chart. This course does not utilize project management software.

Upon completion of this course, participants will be able to:

- Development of a project schedule (Gantt chart) based on a Work Breakdown Structure, task planning and a network diagram
- The basic structure of the MPDIS Master Deliverables List (MDL) and its application to a specific project

Advanced Project Management, Managing Scope, Schedule and Budget

Course Code: PM 108

This course teaches a comprehensive scope for:

- Managing project delivery
- Developing the scope for effective management
- Managing scope changes
- Managing scope compliance and scope creep
- Scheduling mechanics
- Schedule deliverable management
- Schedule resource management
- Schedule change management
- Developing a budget
- Principles of budget estimating
- Scheduling expenditures
- Earn value management
- Estimating task and project completion
- Contingency budget development
- Method to recover schedule and budget

Participants will be able to identify the difference between scope creep and schedule recovery. Develop scope contingencies. Identify schedule slippage and methods for schedule recovery. Perform earned value analysis on a project schedule. Plan and estimate percent complete for schedule and budget management. Develop budget contingencies during project planning.

1. The three courses will follow the similar courses originally prepared by Washington State DOT. These courses will be converted, developed and presented to conform to the nomenclature and procedures used by INDOT.
2. INDOT seeks three (3) year services from consultant to establish functioning courses that will develop skills to improve key processes.
3. Attached is the Generic Statement of Work for RFP for information. Pricing is not to be submitted but be ready at time of contract negotiation expected to occur shortly after the consultant selection.

Number of Contracts: One (1)

Contract Type: Combination of Unit Prices and negotiated hourly rates

Funding: 100% State

Term of Contract: Three (3) Years

MBE Goal: 0% * WBE Goal: 0% *

* The Indiana Department of Administration puts MBE/WBE goals on all contracts that are funded 100% by the State. However, in contracts that do not lend themselves to providing subcontracting opportunities, this requirement may be waived. The MBE/WBE goals are hereby waived for this item.

Required Prequalifications: INDOT prequalification is not required for this item.

Additional Prequalifications: Consultant must have demonstrated experience, providing these types of services to a variety of construction clients, specifically DOT's, but including local and federal agencies and private corporations.

Required technical services expertise must include:

- Constructability Reviews
- CPM Scheduling
- Change Order Review and Negotiations
- Project Delivery Systems
- Risk Management
- Construction Claims

Statement of Work for Project Management Development

1. Provide expert and experienced-based assistance in co-developing INDOT project management training. INDOT personnel will participate both in the preparation of the seminar materials and the presentation of these seminars.
2. Train and assist a cadre of INDOT project managers and construction managers to present these courses in succeeding years.

3. Seminars will be taught to 20 participants per session. There will be 16 sessions. Two sessions in each of the six districts and four in the Central Office. Districts are located in Crawfordsville, Fort Wayne, Greenfield, LaPorte, Seymour, and Vincennes. The Central Office is in Indianapolis.

4. Schedule:

- | | | |
|---------------------------------|--------------------------|-------------------------|
| a. Project Management Process: | March - April, 2007 | January – March, 2008* |
| b. Project Scheduling: | May - June, 2007 | February – April, 2008* |
| c. Advanced Project Management: | January – February, 2008 | January – March, 2009* |

Week 1: Greenfield
Seymour

Week 5: Fort Wayne
LaPorte

Week 2: Fort Wayne
Central Office

Week 6: Greenfield
Vincennes

Week 3: LaPorte
Crawfordsville

Week 7: Crawfordsville
Central Office

Week 4: Vincennes
Central Office

Week 8: Seymour
Central Office

5. Target Audience:

Project managers, construction managers, maintenance managers, functional managers

Central Office – Production - Office of Project Management

Item No. 2. Critical Path Method Schedule Training Project Field Consulting Services

Work Description: Select Consulting firm to perform the following scheduling management professional services:

1. Assist INDOT in developing a comprehensive Critical Path Method (CPM) schedule training program. Develop and conduct a training program to stress the importance of CPM scheduling as a project status monitoring utility and claims avoidance tool. Train Construction Division engineers, Project Managers, and the District engineers focusing on the following areas:
 - Basics of Planning and Scheduling using CPM scheduling with Primavera Project Planner (P3).
 - How to use CPM scheduling analysis to evaluate and substantiate time extension request and ways to avoid claims resulting from job schedule changes.
 - Actions to take in the event of project delay or interruption and strategies to resolve delay.
2. INDOT seeks 2 year services from consultant to conduct training for approximately 70 employees in two separate training sessions and to provide CPM Schedule Field Assistance on The Job Training.
 - The first session, a three day class, will focus on CPM scheduling and the use of the software.
 - The second session, a two day class will focus on Project schedule impact analysis and Project claim analysis strategies.
 - Both training sessions will be completed within the first year of the contract.
 - Field Assistance Training will be on call bases to work with INDOT construction managers in reviewing and analyzing (CPM) baseline schedules and subsequent updates submitted by contractors to assure contractor's adherence to INDOT schedule specification requirements.
 - Consultant will prepare course training manuals, which will include topics developed jointly with INDOT.
3. Attached is the Generic Statement of Work for RFP for information. Pricing is not to be submitted but be ready at time of contract negotiation expected to occur shortly after consultant selection.

Number of Contracts: One (1)

Contract Type: Combination of Unit Prices and Hourly Rates

Funding: 100% State

Term of Contract: Three (3) Years

MBE Goal: 0% * WBE Goal: 0% *

* The Indiana Department of Administration puts MBE/WBE goals on all contracts that are funded 100% by the State. However, in contracts that do not lend themselves to providing subcontracting opportunities, this requirement may be waived. The MBE/WBE goals are hereby waived for this item.

Required Prequalifications: INDOT prequalification is not required for this item.

Required Prequalifications: Consultant must have demonstrated experience in this area, providing custom services specifically to DOT's, but including a variety of construction clients including local and federal agencies and private corporations.

Required technical services expertise must include:

- Custom DOT Critical Path Method (CPM) Schedule Training
- Custom DOT Project Approach – CPM Schedule Field Assistance
- Custom DOT Project Approach – Dispute Mitigation
- Custom DOT Project Approach – Dispute Management

Statement of Work for Critical Path Method Scheduling Development

1. Provide expert and experienced-based assistance in co-developing INDOT CPM training and consultation. INDOT personnel will participate in the preparation of seminar materials.
2. Seminars will be conducted for 70 engineers/project managers. The selected students will attend two separate training sessions. Each class will contain no more than 15 participants.
3. Estimated Schedule:

CPM Session 1 March – May, 2007

CPM Session 2 October – December, 2007